

# Golf Enterprise

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## *Agency Overview*

### Agency Mission

The mission of the Golf Enterprise is to provide the Madison area golfing public with the finest possible golfing conditions at reasonable prices and for all levels of play.

### Agency Overview

The Agency is responsible for golf course maintenance and operations at Madison's four golf courses. The goal of the agency is a golf enterprise fund that is fully self-sustaining and provides affordable, accessible, and quality golfing opportunities by maintaining a high level of customer service. To achieve this goal, the Agency will continue to work with The First Tee to improve the lives and opportunities for Madison's youth who participate in their programming and will work with stakeholders to develop an actionable plan to ensure the mission of the Golf Enterprise is met.

### 2019 Budget Highlights

The 2019 Executive Budget includes funding for:

- A 1.4% reduction in budgeted revenue from \$3,218,000 in 2018 to \$3,174,000 in 2019. Projected revenue in 2018 is \$2,837,000.
- The Executive Budget reflects the City's cost allocation model that was developed in 2018. The goal of this methodology is to accurately and consistently allocate central service costs to enterprise agencies receiving services. Charges associated with cost allocation are reflected in the inter-departmental charges & billing major expenditure categories shown in the Line Item Detail section of the agency's budget. Reference the Executive Summary for a full explanation of the methodology, the allocation basis, and summary of allocated costs.

# Golf Courses

Function: Public Works & Transportation

## Budget by Service (All Funds)

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
<b>Revenue</b>					
Golf Operations	(3,037,929)	(3,245,313)	(3,244,221)	(3,201,506)	(3,312,981)
<b>Total Revenue</b>	<b>\$ (3,037,929)</b>	<b>\$ (3,245,313)</b>	<b>\$ (3,244,221)</b>	<b>\$ (3,201,506)</b>	<b>\$ (3,312,981)</b>
<b>Expense</b>					
Golf Operations	3,037,929	3,245,313	3,244,221	3,201,506	3,312,981
<b>Total Expense</b>	<b>\$ 3,037,929</b>	<b>\$ 3,245,313</b>	<b>\$ 3,244,221</b>	<b>\$ 3,201,506</b>	<b>\$ 3,312,981</b>

## Budget by Fund & Major

Fund: Golf Courses

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
<b>Revenue</b>					
Charges for Services	(2,833,805)	(3,218,485)	(2,836,641)	(3,173,640)	(3,173,640)
Investments & Contributions	(83)	(966)	-	(966)	(966)
Misc Revenue	(25,366)	(21,650)	(36,454)	(26,900)	(26,900)
Other Finance Source	(178,675)	(4,212)	(371,126)	-	(111,475)
<b>Total Revenue</b>	<b>\$ (3,037,929)</b>	<b>\$ (3,245,313)</b>	<b>\$ (3,244,221)</b>	<b>\$ (3,201,506)</b>	<b>\$ (3,312,981)</b>
<b>Expense</b>					
Salaries	1,353,639	1,363,534	1,329,254	1,384,460	1,400,934
Benefits	386,857	244,554	392,956	246,559	242,333
Supplies	494,441	588,100	501,212	599,100	599,100
Purchased Services	465,963	496,655	468,330	493,973	493,973
Debt & Other Financing	13,174	285,156	285,156	46,352	46,352
Inter Departmental Charges	224,037	267,314	267,314	221,062	320,289
Transfer Out	99,819	-	-	210,000	210,000
<b>Total Expense</b>	<b>\$ 3,037,929</b>	<b>\$ 3,245,313</b>	<b>\$ 3,244,221</b>	<b>\$ 3,201,506</b>	<b>\$ 3,312,981</b>
<b>Net General Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Golf Courses

Function: Public Works & Transportation

## Service Overview

### Service: Golf Operations

#### Service Description

This service oversees the operation and maintenance of the Yahara Hills, Odana Hills, Monona and Glenway Golf Courses, which provide a total of 72 holes of play. The goal of the service is a golf enterprise fund that is fully self-sustaining and provides affordable, accessible, and quality golfing opportunities.

#### 2019 Planned Activities

- The service will maintain a high level of customer service.
- The loyalty benefits program will remain as an incentive for repeat business.
- Instructional programs will be offered to golfers of all ages and skill levels.
- The winter golf simulator program, opened in 2017, will be refined and continued.

#### Service Budget by Account Type

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Revenue	(3,037,929)	(3,245,313)	(3,244,221)	(3,201,506)	(3,312,981)
Expense	3,037,929	3,245,313	3,244,221	3,201,506	3,312,981
<b>Net Service Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Golf Courses**Function: **Public Works & Transportation***Line Item Detail*Agency Primary Fund: **Golf Courses****Charges for Service**

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Catering Concessions	(434,731)	(516,750)	(435,753)	(498,400)	(498,400)
Facility Rental	(596,282)	(688,900)	(585,103)	(685,400)	(685,400)
Memberships	(293,809)	(311,000)	(307,010)	(299,200)	(299,200)
Reimbursement Of Expense	(1,654)	(1,885)	(1,528)	(1,885)	(1,885)
Golf Courses	(1,507,330)	(1,699,950)	(1,507,247)	(1,688,755)	(1,688,755)
<b>TOTAL</b>	<b>\$ (2,833,805)</b>	<b>\$ (3,218,485)</b>	<b>\$ (2,836,641)</b>	<b>\$ (3,173,640)</b>	<b>\$ (3,173,640)</b>

**Investments & Contributions**

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Interest	(83)	(966)	-	(966)	(966)
<b>TOTAL</b>	<b>\$ (83)</b>	<b>\$ (966)</b>	<b>\$ -</b>	<b>\$ (966)</b>	<b>\$ (966)</b>

**Misc Revenue**

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Miscellaneous Revenue	(25,366)	(21,650)	(36,454)	(26,900)	(26,900)
<b>TOTAL</b>	<b>\$ (25,366)</b>	<b>\$ (21,650)</b>	<b>\$ (36,454)</b>	<b>\$ (26,900)</b>	<b>\$ (26,900)</b>

**Other Finance Sources**

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Fund Balance Applied	(178,675)	(4,212)	(371,126)	-	(111,475)
<b>TOTAL</b>	<b>\$ (178,675)</b>	<b>\$ (4,212)</b>	<b>\$ (371,126)</b>	<b>\$ -</b>	<b>\$ (111,475)</b>

**Salaries**

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Permanent Wages	427,928	496,879	444,268	506,929	523,403
Salary Savings	-	(49,314)	-	(49,314)	(49,314)
Pending Personnel	-	-	-	61,258	61,258
Premium Pay	25,954	6,837	26,097	6,837	6,837
Compensated Absence	36,183	28,659	36,183	28,659	28,659
Hourly Wages	808,665	858,159	766,094	800,777	800,777
Overtime Wages Permanent	32,353	2,000	34,916	9,000	9,000
Overtime Wages Hourly	22,556	20,315	21,696	20,315	20,315
<b>TOTAL</b>	<b>\$ 1,353,639</b>	<b>\$ 1,363,534</b>	<b>\$ 1,329,254</b>	<b>\$ 1,384,460</b>	<b>\$ 1,400,934</b>

**Golf Courses**Function: **Public Works & Transportation***Line Item Detail*Agency Primary Fund: **Golf Courses****Benefits**

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Benefit Savings	-	(13,610)	-	(13,610)	(13,610)
Unemployment Benefits	61,349	70,864	70,352	71,184	71,184
Health Insurance Benefit	91,019	98,881	91,970	98,797	92,794
Wage Insurance Benefit	2,033	1,992	2,168	2,166	2,166
WRS	47,770	33,293	45,199	33,964	34,281
FICA Medicare Benefits	103,564	37,354	101,733	38,278	39,225
Licenses & Certifications	-	-	563	-	-
Post Employment Health Plans	15,856	15,780	15,704	15,780	16,293
Other Post Emplmnt Benefit	5,014	-	5,014	-	-
Pension Expense	60,252	-	60,254	-	-
<b>TOTAL</b>	<b>\$ 386,857</b>	<b>\$ 244,554</b>	<b>\$ 392,956</b>	<b>\$ 246,559</b>	<b>\$ 242,333</b>

**Supplies**

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Office Supplies	9,826	3,750	3,243	6,600	6,600
Copy Printing Supplies	14	400	-	400	400
Hardware Supplies	-	200	7,601	100	100
Work Supplies	27,212	32,250	24,688	30,000	30,000
Janitorial Supplies	7,429	7,600	4,765	7,500	7,500
Safety Supplies	2,339	3,500	1,576	3,500	3,500
Building	-	-	464	-	-
Building Supplies	3,303	8,350	1,483	6,650	6,650
HVAC Supplies	469	-	-	-	-
Landscaping Supplies	12,700	10,700	12,740	13,450	13,450
Trees Shrubs Plants	1,390	6,250	693	700	700
Fertilizers And Chemicals	126,558	133,000	126,056	140,000	140,000
Machinery And Equipment	22,098	103,500	22,243	80,000	80,000
Equipment Supplies	83,245	75,600	76,828	79,600	79,600
Oil	84	-	-	100	100
Inventory	197,775	203,000	218,832	230,500	230,500
<b>TOTAL</b>	<b>\$ 494,441</b>	<b>\$ 588,100</b>	<b>\$ 501,212</b>	<b>\$ 599,100</b>	<b>\$ 599,100</b>

**Golf Courses**Function: **Public Works & Transportation***Line Item Detail*Agency Primary Fund: **Golf Courses****Purchased Services**

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Natural Gas	10,512	15,500	13,329	12,200	12,200
Electricity	66,181	78,000	71,111	70,500	70,500
Water	114,814	97,000	118,711	112,000	112,000
Stormwater	46,761	46,500	45,417	49,500	49,500
Telephone	2,472	4,500	1,845	2,980	2,980
Cellular Telephone	214	300	199	-	-
Systems Comm Internet	1,925	1,500	1,932	1,500	1,500
Building Improv Repair Maint	3,887	500	1,310	4,400	4,400
Waste Disposal	45	-	-	-	-
Pest Control	43	1,000	-	1,000	1,000
Landscaping	569	-	-	-	-
Comm Device Mntc	-	2,000	-	2,000	2,000
Equipment Mntc	8,852	18,350	11,460	19,820	19,820
System & Software Mntc	4,100	4,100	4,382	10,150	10,150
Rental Of Equipment	126,798	153,300	126,708	129,500	129,500
Uniform Laundry	1,093	700	639	700	700
Audit Services	1,700	1,725	1,700	1,525	1,525
Credit Card Services	42,236	40,700	43,538	43,200	43,200
Management Services	10,408	8,750	4,670	9,850	9,850
Advertising Services	8,412	10,500	8,163	11,500	11,500
Printing Services	110	-	-	-	-
Security Services	1,593	1,530	1,313	1,560	1,560
Other Services & Expenses	10,710	7,000	9,377	7,500	7,500
Permits & Licenses	2,526	3,200	2,526	2,588	2,588
<b>TOTAL</b>	<b>\$ 465,963</b>	<b>\$ 496,655</b>	<b>\$ 468,330</b>	<b>\$ 493,973</b>	<b>\$ 493,973</b>

# Golf Courses

Function: Public Works & Transportation

## Line Item Detail

Agency Primary Fund: Golf Courses

### Debt & Other Financing

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Principal	9,399	34,908	34,908	35,919	35,919
Interest	3,775	11,084	11,084	10,433	10,433
PILOT	-	239,164	239,164	-	-
<b>TOTAL</b>	<b>\$ 13,174</b>	<b>\$ 285,156</b>	<b>\$ 285,156</b>	<b>\$ 46,352</b>	<b>\$ 46,352</b>

### Inter-Departmental Charges

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
ID Charge From GF	-	-	-	-	7,805
ID Charge From Clerk	-	-	-	-	565
ID Charge From Finance	-	-	-	-	45,256
ID Charge From Human Resource	-	-	-	-	40,778
ID Charge From Information Tec	19,392	20,160	20,160	17,742	18,787
ID Charge From Treasurer	-	-	-	-	446
ID Charge From Fleet Services	180,592	220,012	220,012	178,607	178,607
ID Charge From Insurance	7,867	7,996	7,996	8,373	8,373
ID Charge From Workers Comp	16,186	19,146	19,146	16,340	16,340
<b>TOTAL</b>	<b>\$ 224,037</b>	<b>\$ 267,314</b>	<b>\$ 267,314</b>	<b>\$ 221,062</b>	<b>\$ 316,957</b>

### Transfer Out

	2017 Actual	2018 Adopted	2018 Projected	2019 Request	2019 Executive
Transfer Out To General	99,819	-	-	210,000	210,000
<b>TOTAL</b>	<b>\$ 99,819</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,000</b>	<b>\$ 210,000</b>

# Golf Courses

Function: Public Works & Transportation

*Position Summary*

	CG	2018 Budget		Request		2019 Executive	
		FTEs	Amount	FTEs	Amount	FTEs	Amount
GOLF CLUB OPER SUPV	18	1.00	66,098	1.00	69,474	1.00	71,732
GOLF PROGRAM SUPV	18	1.00	63,307	1.00	65,935	1.00	68,078
GREENSKEEPER	16	4.00	240,919	4.00	243,601	4.00	251,518
MAINT MECH	16	1.00	64,620	1.00	65,408	1.00	67,534
PKS EQUIP MECH	16	1.00	61,933	1.00	62,510	1.00	64,541
<b>TOTAL</b>		<b>8.00</b>	<b>\$ 496,877</b>	<b>8.00</b>	<b>\$ 506,928</b>	<b>8.00</b>	<b>\$ 523,403</b>

Salary amounts recorded on this page are for total budgeted salaries; this amount may differ from budgeted permanent wages as presented in the Line Item Detail due to payroll allocations to other funding sources (capital projects, grants, etc.) or inter-agency services are not reflected in this summary page.